Saskatchewan
Economic
Development
and Tourism

Annual Report
1989-90

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Saskatchewan Economic Development and Tourism

Contents

Minister's Transmittal 1

Deputy Minister's Transmittal 3

Mission, Mandate and Objectives 4

Organizational Chart 5

The Year In Review 6

Services and Support to Business 7

Services and Support to Tourism 12

Programs in Support of Business 18

Tourism Development 21

Services to the Department 23

Minister's Transmittal

To Her Honour, the Honourable Sylvia O. Fedoruk, OC, SOM
Lieutenant Governor of the
Province of Saskatchewan

Madam:

I have the honour to submit the third and final annual report of the Department of Economic Development and Tourism for the year ending March 31, 1990. The department continued to be a major supporter of the government-wide effort to develop economic diversification opportunities in Saskatchewan.

There have been a number of successes throughout the province that have placed us on the threshold of new directions in tourism, healthcare products, agricultural processing and high technology. To name a few, Co-operators Data Services of Regina developed the new Saskatchewan health card and is now marketing the technology abroad. The Swift Current firm, Midwest Glass Tempering Limited, produces tempered glass for local and international markets. And, Quill Natural Spring Water of Wynyard exports its bottled water to U.S. markets. These and others have contributed to an 8.5 per cent increase in the value of manufacturing shipments in 1989.

In addition, the department supported numerous enterprises in Northern Saskatchewan. New and/or expanded businesses such as Thompson's Camps at Missinipe, a four-season fishing and resort complex; LaRonge Eagle Point Resort, a convention centre, golf course and marina; an air freight service; and food products processing firms are important additions to our provincial business mosaic.

Saskatchewan made economic gains in 1989 over the previous year despite problems created by poor crop years and low commodity prices: an 8.2 per cent increase in gross domestic product, a 2.2 per cent increase in employing businesses, steady private and public investment, and a 100 per cent increase in the number of co-operatives registered. And, Saskatchewan continues to have one of the lowest unemployment rates in the country.

As is evident by the notable increase in co-operative registrations last year, co-ops are playing a stronger and more vital role in the provincial economy. With the establishment of the Co-operative Advisory Board this year, I hope to see this sector continue to increase its positive impact throughout the province.

With proclamation of The Small Business Investment Incentives Act on January 1, 1990, venture capital corporation registrations (VCCs) ended. The Venture

From top
Hon. Grant Schmidt, Minister

Hon. John E. Gerich, Association Minister

Capital Corporation Program was highly successful in promoting investment in Saskatchewan small business through a 30 per cent tax credit. Over its five-year duration the VCC program allowed for 205 VCCs with a gross cumulative capitalization of more than $100 million. Now, under the Small Business Investment Incentive Program, investors have the option to form holding companies for multiple investments or to invest their capital directly in eligible small businesses and receive cash grants of 30 and 25 per cent of investment respectively.

The department gained a new program when the Labour-Sponsored Venture Capital (LSVC) Program was transferred from Saskatchewan Finance on April 1, 1989. Provincial and federal tax credit incentives for investment in a LSCV help employees participate in the fruits of their labour while providing businesses with needed investment.

Travel in Saskatchewan remains a significant portion of our GDP, amounting to between $650 million and $700 million annually. Since 1984, the estimated number of people travelling to and in Saskatchewan has increased by more than 10 per cent. 1988 statistics show that Canadians visiting from other provinces have increased by 26.6 per cent since 1984, and the number of our own residents travelling within Saskatchewan is up by 9.4 per cent. This attests to department programs that have served to strengthen the tourism industry of Saskatchewan. Programs such as the Canada-Saskatchewan Subsidiary Tourism Agreement have injected a total of $8.5 million in federal expenditures and $7.4 million in provincial expenditures into product development, marketing enhancement and industry support over the past five years.

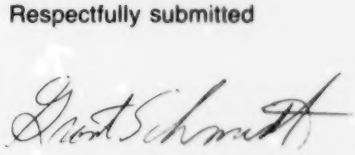
The new Destination Saskatchewan Programs announced this year will further expand the role of tourism in economic diversification. The four programs outlined in this report will assist in development of Saskatchewan's natural competitive advantages and enhance its image as a travel destination in out-of-province markets.

The department expanded its tourism market during the year with the addition of incentive travel to its adventure travel marketing strategy. Northern Saskatchewan fishing lodges are being promoted in the U.S. as incentive packages offered by companies to their employees.

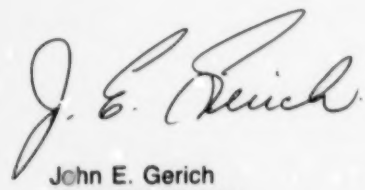
As a result of co-operative funding support between the department and Canadian consulate offices in the U.S. and two abroad, wholesalers, tour operators and auto clubs representatives from 11 locations have made inspection tours of Saskatchewan.

With these and other programs cited in this annual report, the Government of Saskatchewan will move forward into the next century with a more diversified economy, one equipped to play effectively in the world arena while benefitting Saskatchewan people.

Respectfully submitted



Grant Schmidt
Minister



John E. Gerich
Associate Minister

Henry Kutarna
Deputy Minister

Deputy Minister's Transmittal

To the Honourable Grant Schmidt, Minister; and John Gerich Associate Minister
Saskatchewan Economic Development and Tourism

Sirs:

I respectfully submit herewith the 1989-90 annual report of the Department of Economic Development and Tourism.

During the 1989/90 fiscal year, the department continued to strengthen efforts to enhance the provincial economic diversification strategy. It did so through the addition of new programs such as the Saskatchewan Destination Programs, Small Business Investment Incentives Program and Labour-Sponsored Venture Capital Program, and expansion and improvements to existing programs, such as new inroads in general touring and adventure travel marketing and new co-operative programs to promote Saskatchewan as a travel destination.

During the year, the department acted as a pilot for the government-wide "Coaching for Results" program involving out-of-scope personnel. This program's objective is to fulfil the department mission and achieve excellence via individual effort and teamwork. In-scope staff will have the opportunity to participate in the program in months to come.

By year-end, significant organizational changes in government had been undertaken to form the new Department of Economic Diversification and Trade on April 1, 1990. Consolidation of four departments, Saskatchewan Economic Development and Tourism, Saskatchewan Science and Technology, Saskatchewan Trade and Investment and Saskatchewan Public Participation, will give further impetus to economic development and diversification within a more efficient framework.

Clientele of Economic Development and Tourism can expect from this new department an even greater range of services and programs in support of small business, co-operatives, manufacturing, the service industry and the tourism industry.

Respectfully

Henry Kutarna
Deputy Minister

Mission

Saskatchewan Economic Development and Tourism provides services and programs in support of small business, co-operatives, manufacturing, the service sector and the tourism industry as a means of diversifying the Saskatchewan economy.

Mandate

The department's mandate is to develop, co-ordinate, promote and implement policies and programs of the Government of Saskatchewan that:

- Facilitate the development and diversification of the Saskatchewan economy, including:

  — matters involving initiatives by the private sector in secondary or tertiary production of goods and services,

  — provision of support for Saskatchewan business and economic development, and

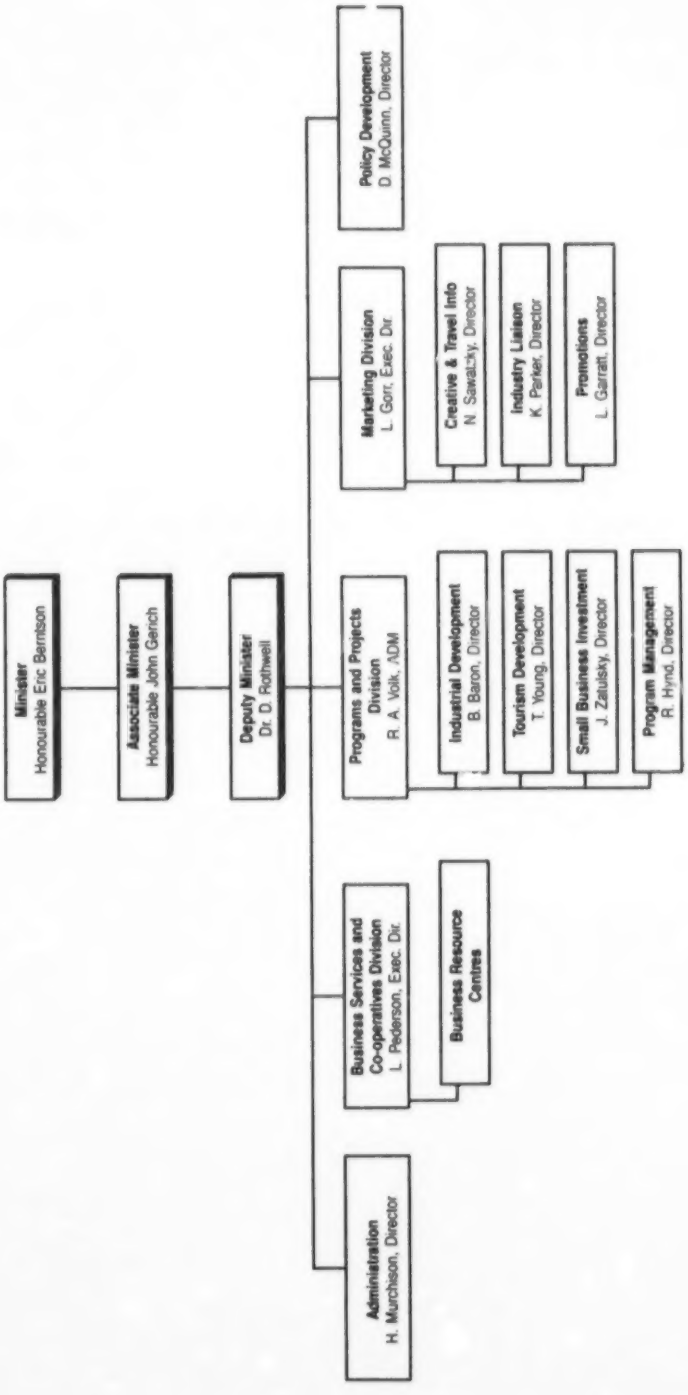
  — general stimulation of economic activity in Saskatchewan.

- Relate to the encouragement of tourism in Saskatchewan.
- Relate to the development and maintenance of business in Saskatchewan.
- Relate to the encouragement of co-operative enterprises in Saskatchewan.
- Foster and advance the general development of northern Saskatchewan.

Objectives

- To develop and deliver programs to support the growth and diversification of business enterprises in Saskatchewan, especially those in the small business, tourism and co-operative sectors and in the production of goods and services.
- To assist business enterprises and industry organizations to become more effective and competitive by providing advisory and consultation services, especially those relating to start-ups, financing, business planning, marketing and government relations.
- To communicate the nature and availability of government programs and services to businesses, co-operatives and industry organizations, and to communicate the needs of these client groups to government.
- To undertake efficient and effective administration of government programs and policy to serve the people of Saskatchewan.

Economic Development and Tourism Organizational Chart as of March 31, 1990



The Year in Review

Business Statistics

In 1989, Saskatchewan's labour force totalled 482,000, and the province continued to have one of the lowest unemployment rates in the country with an average rate of 7.4 per cent.

Saskatchewan's gross domestic product (GDP) was $19,862 million in 1989, an 8.2 per cent increase over the comparable 1988 statistic, according to estimates by the Conference Board of Canada.

Combined public and private investment in Saskatchewan exceeded $6 billion in 1989, the second consecutive year in which it topped the $6 billion mark.

According to the Saskatchewan Workers' Compensation Board, there were 36,940 employing businesses in Saskatchewan in 1989, not including agriculture employer establishments. In 1988, the comparable figure was 36,156 which means the number of employing businesses increased by 2.2 per cent.

During 1986 (the latest year for which data are available) small businesses in the province (businesses with sales of less than $5 million) generated a total revenue of $8.2 billion. By comparison, mineral sales from Saskatchewan were $2.5 billion and farm cash receipts totalled $4.1 billion.

In Saskatchewan, almost five (4.77) times as many people are employed in service-producing businesses as in goods-producing businesses.

Saskatchewan had 1,208 co-operatives and over 200 credit unions in 1990, employing more than 14,000 people with an annual payroll of $220 million. Sixty per cent of Saskatchewan's population belongs to at least one co-operative organization. The province's co-operatives have annual revenues of $5 billion and control assets totalling $7 million. For the year ending March 31, 1990, 100 co-operatives were incorporated in comparison with 47 for 1989. Virtually all of this growth has been in the area of economic development with the advent of small business loans associations under the Saskatchewan Economic Development Corporation's (SEDCO's) Loans Guarantee Program.

Tourism Statistics

In 1988, according to Tourism Canada's estimates, the tourism industry in Saskatchewan generated $659 million in revenues. This represents approximately 3.6 per cent of provincial GDP. Tourism Canada also estimates that in 1988, tourism provided 14,000 person-years of direct employment for Saskatchewan people. In addition, an estimated 4,900 person-years of employment were generated indirectly by tourism in the province.

The department has placed considerable emphasis in the area of tourism, and success is indicated by the following:

- 7.84 million person-trips by Canadians were made into and within the province of Saskatchewan during 1988;
- more than 180,000 residents from the United States crossed our border directly to visit this province in 1988; and
- the number of inquiries handled by Tourism Saskatchewan exceeded 178,000 in 1989, which is almost three times the figure of five years ago when only 54,000 inquiries were handled.

Services and Support to Business

The department provides a range of services to the business community, the co-operative sector and the tourism industry of Saskatchewan.

Co-operative Services

The Government of Saskatchewan has long recognized the importance of co-operatives to the stability and growth of the province, and continued to encourage their development during the year.

The department assists in establishing co-operatives, helps maintain an environment that will enhance the positive impact of the co-operative sector on the provincial economy, and encourages the co-operative sector to participate in development in the province.

The placement of co-operative consultants in the Business Resource Centres continues to strengthen the promotion, development and support of viable co-operative enterprises. The Business Resource Centres serve as the front line contact for the co-operative sector and this arrangement provides direct access to a broader range of resources and information services.

Consultants provide managerial, legislative, financial and technical assistance to new and existing co-operatives, supporting the long term viability of co-operative business activity. Services also include director and member training and the development and distribution of resource materials.

During the year, 100 new co-operative enterprises were developed and incorporated. These incorporations were for a range of activities, reflecting the broad application that co-operatives have in fulfilling new opportunities and diversifying the provincial economy.

New incorporations of an economic development nature accounted for more than 75 per cent of the new co-operatives registered. More small business loans associations were registered as co-operatives this year than the total of co-operatives registered last year. The Saskatchewan Economic Development Corporation's program initiatives for small businesses, especially those regarding the incorporation of small business loans associations, fuelled the growth of co-operatives in the province. The co-operative model is the most appropriate for these organizations as it guarantees equal participation for all members.

The types of co-operatives incorporated this year are as follows:

Agricultural	13
Marketing & retail	1
Financial, business, & economic	77
Education, health & personal services	9
Total	100

In conjunction with major co-operatives, the department planned and hosted the 1989 Saskatchewan Co-operative Merit Awards program and banquet. The ceremony honoured several of Saskatchewan's outstanding co-operative and credit union leaders.

The Co-operative Achievement Certificate Program continued during the year in recognition of co-operatives celebrating 25th, 40th, 50th, 60th and 70th anniversaries, or celebrating a major accomplishment. Fifty-nine co-operatives received certificates acknowledging their special achievements.

The practice of bi-annual ministerial meetings with the presidents and chief executive officers of all major co-operatives continued during the year. The objective of these meetings is to encourage continuing communication between the co-operative sector and the government.

The department prepared a bi-monthly bulletin of information on government/co-operative initiatives, programs and activities for distribution to the central co-operatives involved in these meetings.

The Co-operative Advisory Board Steering Committee, appointed in 1988/89, completed its job during the year. A 10-person Co-operative Advisory Board was established this year to encourage and support the stability and growth of the co-operative sector in Saskatchewan.

Attendance at a number of national conferences on the further development of worker co-operatives and health care co-operatives continued. These projects are on going and will provide direction in these areas for the 1990s.

Business Services

To provide effective services, programs and support, the department emphasizes direct contact and communication with clients throughout the province. This contact occurs primarily through the network of 12 regional Business Resource Centres and a fully accessible Business Library. All centres are staffed by business representatives able to assist the business community in addition to acting as advocates to government on behalf of business.

Business Resource Centres

The department operates Business Resource Centres (BRCs) in Estevan, Moose Jaw, North Battleford, Prince Albert, Regina, Saskatoon, Swift Current, Yorkton, Meadow Lake and La Ronge, with visiting Business Resource Centres at Buffalo Narrows and Creighton. A consultant located at Lloydminster co-ordinates activities related to business opportunities created by the heavy oil upgrader project.

BRCs house an extensive collection of business information and statistics. They also provide for the decentralized promotion and delivery of government programs and related business consulting services.

To make its services more accessible to the public, the department began to open Business Resource Centres in street front locations in the fall of 1984. This increased visibility led to a growing demand for the department's services and during 1989/90, BRC staff handled more than 34,000 requests for information and assistance. During the year, more than 50 per cent of clients were Saskatchewan residents planning to start new businesses.

Business Opportunities Show

The department organized and managed a third major business opportunities marketplace in Regina in October, 1989. The three-day trade show was one of the largest of its kind in North America. The show attracted 193 exhibitors from throughout the continent and from foreign countries who offered more than 300 different business opportunities including franchises, dealer/distributorships, retail and manufacturing opportunities.

Approximately 5,900 people from 316 Saskatchewan communities participated in the marketplace. Department surveys indicated that seven per cent of the people who attended started or expanded a business as a result of the show. An additional 72 per cent indicated they were interested in starting businesses in the future. The department began planning another three-day show which will be held in Saskatoon in September, 1991.

• *The Business Opportunities Show in Regina attracted 193 exhibitors.*

• *The department promoted services provided through the Business Resource Centres at Index '89 held in Saskatoon in April.*

Northern Business Development

During 1989/90, department staff in northern Saskatchewan continued to assist small business development, expansion and diversification in the region. Through Business Resource Centres in La Ronge, Creighton, Buffalo Narrows and Meadow Lake, staff responded to more than 6,000 client inquiries in such diverse areas as tourism, manufacturing, processing, agri-business, the retail and service sector, and in traditional pursuits including commercial fishing, trapping and wild rice production.

The department provided clients with assistance in identifying and evaluating viable business opportunities, researching of developmental projects, securing of financing, and implementing subsequent business projects.

Developmental assistance at community and regional levels was also provided to encourage economic diversification with particular emphasis on tourism and renewable resource-based initiatives. Several innovative community-based projects were successfully negotiated and implemented through co-operative efforts by the department with other departments and agencies, including Saskatchewan Property Management Corporation, Saskatchewan Education, and Saskatchewan Human Resources, Labour and Employment.

Ongoing development of regional tourism councils received extensive departmental support and assistance to encourage co-ordinated regional tourism marketing and promotion. In addition, several significant capital projects were initiated to further diversify tourism in the northern region.

Commerce Student Consulting Program

The Commerce Student Consulting Program is operated by the College of Commerce, University of Saskatchewan in co-operation with the department. Student consultants under the supervision of Commerce faculty provide business management and consulting services to small and medium-sized businesses.

The program provides valuable work experience for commerce students while making affordable business consulting services more accessible.

During the year, 18 part-time student consultants were employed under the program, resulting in 41 completed consulting assignments.

Revenue to fund the program is generated from charges to business clients for the consultants' time. The department makes up the shortfall in total operating expenses, which amounted to $50,000 in 1989/90.

Business Library

The Business Library houses a comprehensive collection of reference and other materials in support of all aspects of business development and tourism. In addition to being the departmental library for Economic Development and Tourism and the Department of Trade and Investment, it offers some services to the province's business community. The library is accessible on a walk-in basis, by telephone and through the BRCs.

The library has more than 4,300 items in its on-line catalogue and can access external computer data base systems. It also offers full access to Statistics Canada publications, a specialized collection of government and business studies on Saskatchewan, business and tourism periodicals and publications, and a collection of books on how to start specific kinds of business.

During the year, the Business Library handled 1,175 research and reference inquiries. It provided a total of 33,282 services to clients, including circulation of 12,013 items and 222 computer searches.

Business Information

During 1989, the department developed and provided informational packages for use by Saskatchewan's business community, including such publications as "Directory of Franchise Opportunities in Saskatchewan, 1989", "Home Business Opportunities in Saskatchewan" and "Directory of Business Associations in Saskatchewan (April 1989)". These publications were distributed by the BRCs and the Business Library.

The department continued to be involved in Statistics Canada's Small Business Database consortium with the result that "Business Profiles" were produced for an expanded number of business lines. Participation in this consortium also resulted in a publication entitled "Sales Per Selling Area of Independent Retailers" for use by Saskatchewan businesses and their advisors.

The department continued to participate in and provide financial support to the Canadian Tourism Research Institute (CTRI). CTRI provides valuable research reports on the tourism industry at both the national and provincial levels for industry users and the public sector.

Business Regulations

In the 1989/90 fiscal year, the department continued to work with the Business Regulatory Reform Council, which was instrumental in the introduction of provincial "Guidelines for Regulatory Fairness". These guidelines, which were implemented by Executive Council, outline operational procedures for provincial regulatory bodies when they introduce new or amend existing legislation and regulations

Entrepreneurship

The department has an ongoing commitment to stimulate the entrepreneurial spirit in Saskatchewan. During 1989/90, the department assisted Saskatchewan entrepreneurs by providing an advisory and counselling service through the BRCs. In addition, the department initiated several research projects regarding Saskatchewan entrepreneurship, including a profile of entrepreneurs, a study on female entrepreneurship, and a survey of home based businesses. The department also participated in several provincial and national conferences dealing with entrepreneurship.

Business Issues

The department undertook a number of analytical and research activities during the year. The impact of the proposed federal Goods and Services Tax on the Saskatchewan economy was investigated, particularly its impact on the province's tourism and small business sectors. Consultations took place with a number of industry groups on this federal initiative. Several other tax issues, which primarily affect the tourism industry, were also examined.

In addition, the department produced several statistical reports on tourism, small business and diversification, analyzed business incentive programs available in Canada and the U.S., and assisted in developing strategies for such key industrial sectors as the health care products industry.

The department also initiated a major study to develop a tourism marketing strategy, and completed another study which resulted in a standardized methodology for evaluating advertising expenditures.

Industrial Development Services

The department supports and encourages industrial development and diversification in Saskatchewan by promoting the province as an

industrial location. The department is also a facilitator for investors in diversification projects, providing them with information, advice and assistance in project feasibility analyses and project implementation. During the year the department responded to hundreds of inquiries from within the province and around the world.

The department compiled and published the 1990 Saskatchewan Manufacturers Guide and more than 3,500 copies were distributed along with a wide range of other information and publications.

During the year, the department also produced a packaging handbook which provides information on packaging and a comprehensive directory of information sources, regulatory requirements and design. The publication is distributed to Saskatchewan manufacturers of products requiring packaging.

The department maintains an electronic data base of business information on Saskatchewan and during the year prepared and distributed more than 80 customized information packages to international business contacts.

During the year, the department participated in or undertook a number of initiatives in and out of province to promote industrial development in the province and to promote Saskatchewan as an industrial location.

The department continued its study of health care products markets for the purpose of determining whether production opportunities exist in Saskatchewan.

Economic Development Advertising Campaigns

The Business Resource Centre promotion developed in 1988 continued into April, 1989. The advertising campaign involved television, newspapers and business publications. Ads described the centres as the first stop for business information and planning assistance for business owners and potential entrepreneurs.

To support the Business Opportunities Show, the department attracted Canadian franchisers and businesses through advertisements in national daily newspapers, direct mail and a promotional video. Advertising intended to attract registrants to the show was placed with Saskatchewan daily and weekly newspapers, farm publications, radio stations, and North Dakota newspapers.

From February to April, 1990 an advertising campaign using direct mail, newspaper and magazine advertising was developed to generate awareness of investment opportunities through the new Small Business Investment Programs. Many requests for information and applications were received for the program as well as the Labour-Sponsored Venture Capital Program.

In March, the department ran print advertising to attract business owners to a Saskatchewan promotion in the immediate Toronto area. Four information forums were held in Burlington, Willowdale and Rexdale to inform manufacturing businesses of the advantages of locating in Saskatchewan.

• *The Toronto Information Forum held in March promoted Saskatchewan as a business location.*

Services and Support to Tourism

Tourism Marketing Services

The department aggressively promotes tourism to and within Saskatchewan in a number of market areas in co-operation with the Saskatchewan tourism industry. The department also undertakes research and statistical analyses to set strategic direction for tourism marketing initiatives and provides consultative and advisory assistance to the industry on marketing.

The three main product areas stressed by the department are: General Touring (leisure and vacation travel); Adventure Travel (travel involving sportfishing, hunting, canoeing, camping and other non-consumptive products); and Business Travel (travel involving meetings, conferences and conventions).

General Touring Advertising and Promotion

During 1989 the department carried out a summer travel campaign aimed at Saskatchewan residents with the themeline "Saskatchewan Summers - They're Hot". Radio, television and outdoor advertising delivered the travel message to households in Saskatchewan emphasizing provincial parks and "hideaway" attractions. Newer and unique tourism developments were also promoted on radio. A radio trivia contest using the Great Saskatchewan Vacation Book as the answer source was run throughout the province with various merchandise gifts provided as prizes.

To complement the 1989 in-province campaign, an ad promoting the Great Saskatchewan Vacation Book and the department's travel counsellor service was developed and run in several publications throughout Saskatchewan and Alberta.

Saskatchewan's out-of-province touring advertising was directed at Ontario, Manitoba, Alberta and British Columbia in Canada. Targeted in the United States were the north central states of Montana, Wyoming, Colorado, North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa and Missouri, as well as California.

The themeline "Everyone has a favourite hideaway" and the "Mountie" illustration were retained in 1989 for general touring. The campaign used magazine inserts, small space ads in magazines and newspapers, direct mail and telephone bill inserts. The results of this out-of-province campaign showed a 168 per cent increase in advertising inquiries over those from the 1988 campaign. This increase was attributed to refined media placement and direct mail activity, an unusual creative approach and a unique insert format. Eighty-one per cent of advertising inquiries were from U.S. residents, a record level from that market.

For the winter/spring 1990 campaign, in addition to the "Mountie" insert directed toward general touring travellers and those interested in heritage, two new inserts were developed. "Everyone has a favourite hideaway — our roads lead to yours" was specifically designed to attract the RV market. With the on-growing trend of people pursuing "soft" outdoor adventure, ie., camping, hiking, canoeing and photography, the "Everyone has a favourite hideaway — yours is about to surface" insert was developed to appeal to these travellers. These three approaches were used in magazine advertising and direct mail specifically targeted to each of the special interest groups. The direct mail program included specially composed, personalized letters directed to each interest group, and envelopes printed with an urgent-

• *A magazine insert in Outside magazine promoted the "Hideaway" theme to the outdoor recreation market.*

• *A general touring ad featuring the Mountie illustration was placed in 23 Canadian and American magazines.*

looking "lasergram" graphic. This 1990 campaign generated 15,300 inquiries to March 31.

The department cost-shared a co-operative advertising campaign with Air Canada in the British Columbia and Ontario markets. This campaign comprised a direct mail promotion and newspaper advertising promoting vacations to Saskatchewan via air travel. A general touring campaign with Tourism Canada involved cost-sharing placement of the "Hideaway" insert in U.S. magazines along with the "Canada, the World Next Door" signature.

Touring advertising directed at the travel trade rather than the consumer appeared in the two main North American motorcoach trade publications.

Adventure Travel Advertising and Promotion

The department promoted adventure travel products including sportfishing and hunting in U.S. publications read by outdoor enthusiasts. Also in 1989, two direct mail campaigns were used to promote outdoor adventure travel. In November an advertising insert and a letter of endorsement from Al Lindner, a well-known U.S. angling personality, were targeted to 112,000 U.S. fishing and hunting enthusiasts. In January, 1990, a cost-shared program was developed with the Saskatchewan Outfitters Association. This direct mail package was sent to approximately 20,000 U.S. 1988 Saskatchewan fishing licence purchasers. Twenty-two provincial operators participated in the campaign. The U.S. adventure travel campaign inquiries of 15,000 are double the previous year's level.

An advertising insert and editorial promoting sportfishing and hunting to residents were placed in two Saskatchewan publications. Also, two public service announcements were produced featuring John Gregory and Alan Ford, coach and general manager of the Saskatchewan Roughriders, to promote drive-in fishing camps. They were seen on television during the summer in Regina, Saskatoon, Yorkton and Prince Albert markets.

In 1989/90, the department worked closely with the adventure travel industry through direct liaison with the Saskatchewan Outfitters Association and individual lodges and outfitters.

The department promoted Saskatchewan's outdoor products of fishing, hunting, canoeing, hiking and photography in six major market areas through attendance at sport and travel shows in Kansas City, Chicago, Omaha, Denver and two shows in Minneapolis.

The department also developed and promoted the new "Fish for Tomorrow Sweepstakes" to encourage anglers to catch and successfully release fish. For their conservation efforts, anglers became eligible to enter the sweepstakes for a potential prize of an authentic replica of the fish they returned to the water.

As an ongoing process, the department evaluated new products and worked with new operators to assist them in bringing their products to a saleable, competitive level.

During the year the department added incentive travel to the adventure travel marketing responsibilities. Incentive travel represents a growth segment of the travel industry. Northern Saskatchewan with its many quality lodges can attract incentive travel buyers as a destination worth consideration. The department worked with major lodge operators and group travel planners in developing packaging and marketing techniques.

The department also became more active in promoting incentive travel in selected U.S. markets through participation in the "IT&ME Show", Chicago and through "Showcase

• *The department promoted fishing in northern Saskatchewan with an insert in Outdoor Life, a U.S. magazine with 400,000 circulation in the north central states.*

Canada" as one of a group of travel destination exhibitors in Omaha, Des Moines and Minneapolis.

At these marketplaces contact with major incentive consulting firms and corporate travel planners was established. In 1990 Saskatchewan will play host to the Carlson Marketing Group, the world's largest incentive firm, along with one of their major clients, Chrysler, to present our incentive product to them.

Travel Trade Sales Activities

The department markets general touring and adventure tour products to national and international wholesalers, tour and motorcoach operators, auto clubs and travel agencies.

In 1989/90 the department continued to participate in Canadian and United States marketplaces. In addition, it generated new leads in overseas marketplaces, encouraging operators to include Saskatchewan in their packages or to lengthen their number of nights in the province.

To assist in these activities, the department developed and distributed marketing aids such as photos, slides, video tapes, tour shells, sample tour itineraries, newsletters, and Saskatchewan's promotional tourism literature.

Co-operative funding support was negotiated with 15 Canadian consulate offices in the U.S. and two consulate offices in Europe to promote Saskatchewan as a destination. This campaign resulted in a number of successful inspection tours of the province for wholesalers, tour operators, and auto clubs from England, Scotland, Ireland, Germany, Minnesota, Montana, North Dakota, South Dakota, Washington, California and Quebec.

The past year also targeted campaign awareness in non primary markets to determine the feasibility of adventure products in those areas.

Ongoing communication efforts were maintained with the travel trade throughout the year to create a greater awareness of Saskatchewan products, and to encourage the trade to package Saskatchewan as a destination. The department communicated on a bi-monthly basis with 1,500 wholesalers, tour operators, and auto clubs through the Tour Saskatchewan Newsletter and the innovative new Saskatchewan Postcards. The department also helped members of the travel trade re-develop itineraries to enhance the Saskatchewan content and duration, and provided customized itinerary assistance.

The CANADAPASS program is one example of efforts to develop Saskatchewan as a destination. This program, which highlights Saskatchewan individual packages such as houseboating, canoeing, drive-in and fly-in fishing, resort parks, Big Valley Jamboree, and city packages, was negotiated with Canadian wholesaler Bonanza Holidays and Air Canada.

In co-operation with the German wholesaler, Vobis Reisen, a contest promotion was implemented in Germany involving the Big Valley Jamboree. Its objective was to gain international recognition and to create a greater demand for future major Saskatchewan packages.

Complimentary air fares were negotiated with Air Canada Frankfurt, for German country music stars to come to Craven to perform at the 1989 Big Valley Jamboree; along with a Munich country music disc jockey and journalist. Several major feature articles were published and radio programs were aired throughout German speaking Europe promoting Saskatchewan and the Big Valley Jamboree.

In addition to providing information on Saskatchewan to the travel trade, the department also assists in the development of Saskatchewan's private sector tourism industry through marketing caucuses for Saskatchewan's industry partners,

• *A Saskatchewan group meeting with travel wholesalers at World Travel Market in London, England.*

generating leads, itinerary planning, marketing advice for events and attractions, and identifying agricultural and industrial tour opportunities. During the year the department distributed the results of the 1989 Saskatchewan Motorcoach Survey and the 1990 survey forms. Saskatchewan's tourism industry promotional material was also distributed as a result of direct requests received through marketplace participation.

Business Travel Advertising and Promotion

Advertising to attract interest in Saskatchewan as a site for conventions, meetings and trade shows was targeted at Canadian and U.S. meeting planners and association executives. The theme "Saskatchewan Has Heart" was designed to illustrate the personalized service and care provided to meeting planners and convention groups who choose the province as their site. An eight page, full colour advertising insert was planned, produced and cost-shared with seven Saskatchewan industry partners. It was placed in three Canadian meeting planner and association executive trade publications. Personalized direct mail letters, reply cards, and "Saskatchewan Has Heart" inserts were sent to the executive directors of national associations that have Saskatchewan chapters, and to the local chapter presidents encouraging both to consider Saskatchewan as the site of a future national convention. This campaign, conducted in early 1990, was successful in producing an 18 per cent response.

In keeping with the "Heart" theme, a complementary ad was developed to further promote convention activity. "Saskatchewan - Our Heart's in the Right Place" was the full-page, four-colour ad placed in four Canadian and two U.S. publications.

Saskatchewan has been a prominent participant in the annual exposition of the Canadian Society of Association Executives for many years. At the 1989 exposition, 14 Saskatchewan representatives from visitor and convention bureaus, hotels and other convention and travel show facilities actively solicited conventions while dressed in formal attire. They were backed up by an elegant display with the theme, "Saskatchewan requests the pleasure of your company".

The estimated annual revenue from conventions/trade shows held in Saskatchewan during 1989/90 was $65 million

Tourism Media Liaison

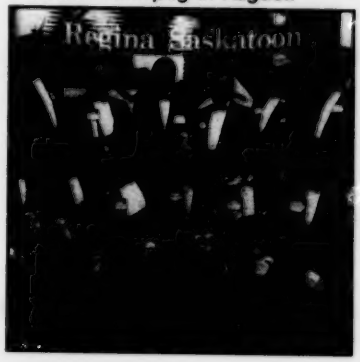
The department hosted 20 outdoor adventure and general touring media familiarization trips with assistance from Tourism Canada and private sector tourism partners. Guests came from Canada, the United States and overseas. Known radio and print publicity generated from these trips, based on the equivalent cost of space in advertising, had reached approximately $590,000 by the end of the fiscal year, with additional publicity still expected.

The province also hosted the summer meeting and tour of the Canadian Chapter of the Society of American Travel Writers and a group of influential travel media and trade from Toronto. The objective was to establish key contacts for ongoing publicity initiatives for a greater Saskatchewan presence, as well as to generate media coverage in consumer and trade publications.

The department also undertook two co-operative public relations programs with Tourism Canada to film Saskatchewan shows for the U.S. television productions "What's Cooking With Burt Wolf" and "Journey to Adventure". This latter show will reach an estimated four million households over the next four years. Seven to ten 90-second Burt Wolf segments are expected from their filming in Saskatchewan. Each segment has an estimated audience of 35 million viewers.

- *The innovative Saskatchewan Postcard depicting the Big Valley Jamboree and Regina's Mosaic was mailed to motorcoach operators throughout North America.*

- *Saskatchewan tourism representatives at the annual exposition of the Canadian Society of Association Executives held in Winnipeg in August.*



- *Society of American Travel Writers David Scott at Fort Walsh National Historic Park during the summer meeting and tour hosted by Saskatchewan in June.*

Approximately 200 inquiries and interviews from various travel media were handled. The department also sent unsolicited travel feature articles and events listings to selected media.

Travel Information Services

Tourism Saskatchewan

The department's travel information services unit, Tourism Saskatchewan, directly serves the travelling public. Travel counselling and information services are provided year-round in order to attract more first-time visitors, influence as many visitors as possible to stay longer, and encourage Saskatchewan residents to vacation within the province.

In 1989, Tourism Saskatchewan responded to 178,039 inquiries, 72 per cent more than the previous year, making it another record-setting year, surpassing the previous 1986 (Expo) record. Inquiries continue to reflect the steadily increasing trend established over the last six years.

Tourism Saskatchewan expanded and improved its operations during peak periods through additional toll-free telephone lines and increased staff.

The United States continued to be the top generator of travel inquiries among the four geographic markets, accounting for 69 per cent of the total, compared with 50 per cent last year. Figures showing origin of inquiries are as follows:

United States	69.6 per cent
Canada	19.0 per cent
Saskatchewan	10.6 per cent
Foreign	.9 per cent

In addition to providing travel information, counsellors acted as sales representatives for the province at sport and travel shows. During the year more than one million pieces of literature were distributed in response to inquiries.

Tourism Saskatchewan also provides data collection services to ensure quality and timely industry information for publications, travel counselling and department use.

Tourism Saskatchewan continued to make improvements to its computerized Travel Information System (TIS) and Information Collection System (ICS). Both systems are now on a microbased local area network. Extensive revisions were made to streamline the data collection process and a winter recreation file was added to ICS. System enhancements were also made to TIS to allow collection of more information for tracking advertising campaigns and direct mail purposes. Input capability was expanded with portable lap-top computers for use in remote locations such as travel shows.

Tourism Saskatchewan's storefront location on the main floor of the Saskatchewan Trade and Convention Centre, Regina has led to an increase in walk-in inquiries. The public display area promotes a high profile image for Saskatchewan tourism. Extended weekday hours and Saturday openings provide more convenient service to the public.

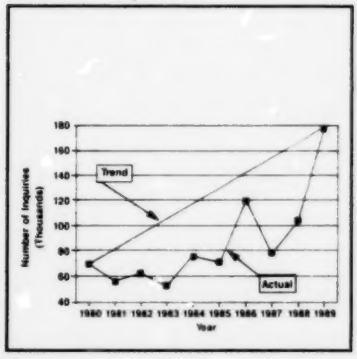
Visitor Reception Centres

During 1989, 101,138 tourists stopped and registered at Saskatchewan's five visitor reception centres located at key border crossings. This represents a 13 per cent increase over 1988.

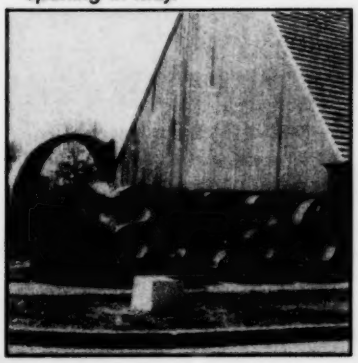
Construction of a new visitor reception centre at Lloydminster on the Yellowhead Highway was completed, and it opened on June 19. The centre is located at the Barr Colony Heritage Culture Centre in Weaver Park.

Other visitor reception centres are located on the Trans-Canada Highway at Fleming and Maple Creek, on the Yellowhead Highway at Langenburg and the Canada-U.S. border at North Portal. Although the centres are owned by the province, their staffing and day-to-day operation is handled by the Travel Industry Association of Saskatchewan (TISASK).

- *Tourism Saskatchewan Yearly Tourism Inquiries*



- *The new Visitor Reception Centre at North Portal had its grand opening in May.*



Travel Publications

The following publications comprise the main body of the province's travel literature series which is produced annually and distributed free of charge through Tourism Saskatchewan:

The Great Saskatchewan Vacation Book: a comprehensive full-colour guide featuring Saskatchewan's top vacation opportunities with regional listings of events and attractions.

Saskatchewan Accommodation: a comprehensive directory of communities, hotels/motels, parks, campgrounds, lakeside accommodation and vacation farms.

Saskatchewan Outdoor Adventure: a directory of fishing, hunting, and canoeing outfitters, supplemented with colourful information about all the outdoor adventure opportunities in Saskatchewan.

Saskatchewan Events: a descriptive listing of Saskatchewan events including dates and locations throughout spring, summer and fall.

Saskatchewan Winter: a listing of where to cross-country and downhill ski, snowmobile, ice-fish or participate in other winter sports and special events.

Ten Great Reasons to Visit Saskatchewan: a promotional lure piece, designed to generate initial leads and to respond to general inquiries. A reply card is included for the reader to request more detailed information.

A new series of Saskatchewan travel posters was also produced for marketing purposes.

Paid advertising space was again available in The Great Saskatchewan Vacation Book to help offset department publication costs and to generate revenue for TISASK, which served as sales agent.

Due to the record level of tourism inquiries received in response to successful advertising campaigns, it was necessary to reprint extra quantities of the Great Saskatchewan Vacation Book, Saskatchewan Accommodation and Outdoor Adventure Guides.

Audiovisual Services

As well as serving department needs for visual resources in the production of literature, displays, audio-visual presentations and advertising, the photo library continues to be a major source of photographs for other departments, advertising agencies and non-government organizations.

The growing popularity of video tapes has resulted in an increasing demand for videotape copies of Saskatchewan's travel films. For foreign requests, the department provides videos in the three international formats.

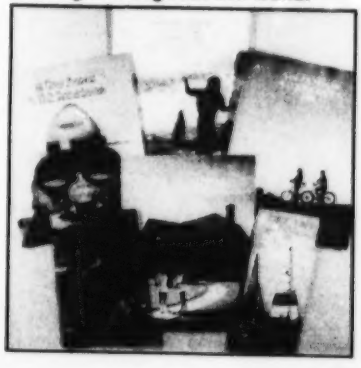
In 1989/90, the department produced a new promotional video featuring the Big Valley Jamboree to help market this major event internationally.

Creative Consultation

The department provides consultation to Saskatchewan communities, organizations and businesses that request assistance in effective marketing of their products.

During the year, the department provided creative marketing consultation to TISASK, Saskatchewan Country Vacation Farms, Conseil de la Cooperation de la Saskatchewan, Northwest Tourism Development Group, Big Valley Jamboree, communities of St. Victor, Maple Creek, Elbow, Birsay, Lucky Lake, Gravelbourg, Eston, as well as Saskatchewan Parks and Renewable Resources, Saskatchewan Protocol Office, SaskFilm, Sask. Rural Development and to individual tour companies and outfitting camps.

• *Travel literature about Saskatchewan is produced annually and distributed free-of-charge throughout the world.*



Programs in Support of Business

Special ARDA Program

Special ARDA (Agricultural and Rural Development Agreement) was a federal-provincial, cost-shared program to provide financial assistance, management advice, training and other related services to eligible applicants of native ancestry residing in rural Saskatchewan. The program expired March 31, 1989.

The department retains financial responsibility for administering applications for projects approved prior to March 31, 1987. On April 1, 1988, responsibility for administering the program was transferred to the Indian and Native Affairs Secretariat. As a result of these carry-over commitments, the department made $24,000 in contributions during the year.

All commitments under the program have now been satisfied.

Northern Revolving Loan Fund

The Northern Saskatchewan Economic Development Revolving Fund (Northern Revolving Loan Fund) provides fixed term and interest rate business loans to eligible entrepreneurs operating and residing in the Northern Saskatchewan Administrative District. With an expanding portfolio including private enterprises operating in virtually every sector of the northern economy, the fund represents a major source of loan investment capital and contributes directly to regional economic development and diversification.

Comprehensive loan financing proposals are received from interested private sector applicants. After being evaluated to ensure compliance with regulations, each business plan is presented to an independent District Loans Committee consisting of appointed private and public sector representatives. Delegated officials of the department determine which applications will be approved after considering the committee's specific recommendations.

During the year, the Revolving Fund received 196 loan financing proposals. Of this total, 98 applications with a total principal amount of $6.697 million were approved representing the highest level of capital investment for a single year since the program's inception in 1973. (The previous record of $4.214 million was established in 1985/86.) Of the current year's approvals, $6.448 million was invested in 44 conventional businesses, while $249,000 was advanced to 54 commercial fishermen. Issuance of these loans contributed directly to the creation or maintenance of approximately 150 person-years of northern employment.

A total of 2,404 loans have been approved under this program since inception. Cumulative public capital investments exceeding $35.9 million have been injected directly into the northern business economy. The table on this page summarizes the program.

To maintain the program's "revolving" nature, principal loan advances from the province's Consolidated Fund must be repaid in order for new loans to be issued. Cumulative 1989/90 loan principal and interest collections totalled $2.775 million and impacted positively upon cash flow. At March 31, 1990, the program had approximately $8 million of its $20 million statutory limit available to lend.

- *Northern Revolving Loan Fund: Summary of Program Activities from 1973 to March 31, 1990.*

Class	Fishing #	Trapping #	Commercial #	Total #	Total ($ millions)
Active	122	7	128	257	$11.388
Repaid	790	164	451	1,405	26.151
Written off	273	218	214	705	5.781
Inactive	7	1	29	37	0.824
Total	1,192	390	822	2,404	$44.144

Northern Economic Development Subsidiary Agreement (NEDSA)

NEDSA was a federal-provincial program designed to enhance economic development and employment opportunities in the non-agricultural region of the province. The five-year, $36 million agreement expired March 31, 1989.

The department, one of several provincial participants, shared responsibility with the former federal Department of Regional Industrial Expansion for the economic development section of the agreement and provided broad program direction through an appointment to the NEDSA Management Committee.

Direct financial assistance, by way of conditional grant, was provided to eligible participants for business establishment or expansion, or employment creation. During the year, the department satisfied all prior year commitments by contributing $27,529 to two businesses.

Venture Capital Program

The Venture Capital Program was introduced in 1984 to stimulate growth in the province's small business sector. The program provides investors with provincial tax incentives in the form of tax credits equal to 30 per cent of the investment made in venture capital corporations (VCCs). The VCCs in turn must invest in Saskatchewan small businesses that are primarily involved in manufacturing and processing, tourism, research and development, or prescribed agricultural and livestock activities. In centres under 20,000 population, these restrictions may be removed at the discretion of the minister.

Major changes were announced to the program in the March 1989 Budget which led to the development of and proclamation of The Small Business Investment Incentives Act on January 1, 1990. As a result, under The Venture Capital Tax Credit Act the department did not accept new registrations after December 31, 1989. Corporations which in the opinion of the minister were substantially advanced in the registration process at December 31, 1989, were given until June 30, 1990 to complete their registration.

By March 31, 1990, 205 VCCs were registered with a gross cumulative capitalization totalling $100.3 million, of which $85.7 million had been invested in eligible small businesses.

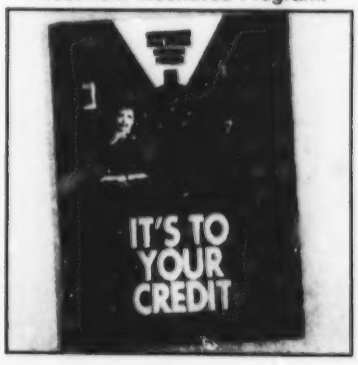
During the year, VCC capitalization totalled approximately $8.6 million. Of the capitalization amount, $3.1 million was generated by 19 new VCCs registering with the program. Previously registered VCCs increased capitalization by $5.6 million. This activity entitled investors to approximately $2.6 million in tax credits. VCCs invested $8.6 million during the 1989/90 fiscal year.

These new investment dollars played a significant role in the development of small business in Saskatchewan. An increasing number of these investments are occurring in communities with populations under 5,000.

Small Business Investment Incentives Program (SBIIP)

The Small Business Investment Incentives Act was proclaimed on January 1, 1990. Under the Act, the SBIIP provides investors with a choice of two routes to invest their capital. The first route is to form a small business incentive corporation (SBIC) which is actually a holding corporation that invests in several different eligible small businesses. The second route is the direct-investment route which allows the investor to invest directly into the operating company which has been registered as a SBIC.

• *Brochure produced by the department to explain and promote the Small Business Investment Incentives Program.*



The program provides investors with cash grants equal to 30 per cent of the investment made using the multiple-investment route, and 25 per cent of the investment made using the direct-investment route. Both routes require the investments to be made in eligible small businesses which include manufacturing and processing; tourism; research and development; agricultural and livestock production; developing, producing or marketing of computer programs; and, in centres under 20,000 in population, certain retail and service activities.

By March 31, 1990, seven direct investment SBICs were registered with a gross capitalization totalling $2.3 million. These investments provided $2.1 million to eligible small businesses. This activity entitled investors to $570,000 in cash grants.

The program is relatively new but, based on actual registrations, it would appear that the majority of the SBICs will be of the direct-investment type in communities under 20,000 population. The program was used as a tool to promote employee ownership of small businesses.

Labour-Sponsored Venture Capital Program

The Labour-Sponsored Venture Capital Program was transferred from Saskatchewan Finance on April 1, 1989. The program provides employees who invest into their employer company a provincial tax credit equal to 20 per cent of the investment made into a labour-sponsored venture capital corporation as well as a matching federal tax credit. The provincial and federal tax credits apply only to the first $3,500 invested in each calendar year.

By March 31, 1990, two labour-sponsored venture capital corporations were registered with a gross capitalization totalling $194,000. These investments provided $230,000 to the employer companies and entitled the investors to $38,742 in provincial tax credits. Although the program is relatively new, it was perceived to be a good vehicle for promoting employee ownership in Saskatchewan companies.

Tourism Development

Community Tourism Assistance Program

The Community Tourism Assistance Program (CTAP) was implemented in 1988. The program provides financial and advisory assistance to communities in the areas of marketing and development.

Each community that participates is eligible to receive two-thirds of its total eligible marketing costs up to $24,000 per year over the four-year program, and three-quarters of its total eligible capital costs up to $75,000 over the four years.

Initially, a community must select a tourism committee which is responsible for the completion of a tourism plan. The plan must identify the community's tourism strengths and weaknesses prior to developing its goals, objectives and action steps. A Community Tourism Planning Guide was made available to assist communities with their plans.

By year end, more than 250 communities had expressed interest in the program and 60 were fully enroled. The provincial commitment totalled more than $1.3 million during 1989/90.

Canada - Saskatchewan Subsidiary Agreement on Tourism

The department has been responsible for the Canada-Saskatchewan Subsidiary Agreement on Tourism since it was signed in November, 1984.

In partnership with Industry, Science and Technology Canada, the department reviews, evaluates and recommends projects in three major areas: product development, marketing enhancement and support to industry.

Under product development provincial government expenditures totalled $1.09 million and federal expenditures, $1.73 million.

Under marketing enhancement, provincial expenditures totalled $68,965 and federal, $152,265.

Under support to industry, provincial expenditures totalled $57,055 and federal, $256,428.

The deadline for applications under the Tourism Sub-Agreement was March 31, 1989. No new applications could be accepted after that date.

Tourism Development Counselling

A major activity of the department during the year was the counselling of tourism operators, communities and potential investors in tourism projects. Clients were guided through the review and approval process of government and were provided with market data and information on various assistance programs. They were also helped with submissions to lending institutions and directed to other departments and agencies for technical assistance.

Tourism development counselling helps the client complete a preliminary overview of the market, analyze the resource base available, define the parameters of the project, including land and facilities, and prepare a business plan.

Publications used to assist clients include Tourism Business Development Guide; Planning, Organizing and Evaluating an Event in Saskatchewan; A Guide to Establishing a Tourism Destination Area Study, and Community Tourism Planning Guide.

• *Promotional materials produced locally through cost-shared tourism development programs.*

Private Investments in Parks

At the request of Saskatchewan Parks and Renewable Resources, the department reviewed, evaluated and provided recommendations on private sector proposals for tourism operations in the provincial parks.

Hospitality Training

The department contracted with the Tourism Industry Association of Saskatchewan (TISASK) to deliver the Saskatchewan Host Program with support under the Canada-Saskatchewan Tourism Sub-Agreement. During the year, hospitality training seminars drew 9,267 participants.

Standards and Certification

The department and TISASK participated on the Federal-Provincial/Territorial Tourism Industry Standards and Certification Committee. Through the work of this committee, national job standards are being developed which will ensure consistency and high performance levels in all parts of Canada.

As part of this national initiative to professionalize the tourism workforce, Saskatchewan's industry validated occupational standards for food and beverage servers and bartenders. These two standards were originally developed in Alberta.

In March, 1990, the western provincial tourism ministers signed a Memorandum of Understanding on Tourism Industry Standards and Certification which provides for inter-provincial co-operation and co-ordination in the development of standards and certification and in the implementation of other related initiatives (eg: career awareness programs). To streamline the process and reduce overall costs, provinces may contract with one another to develop such standards.

Under contract to the department, the Alberta Tourism Education Council developed and validated occupational standards for events co-ordinator, banquet/catering manager, and kitchen helper. These Saskatchewan standards (the first for Canada) were developed with the co-operation of more than 75 industry representatives from the province. In turn, these three standards will be made available to the other members of the Tourism Industry Standards and Certification Committee for subsequent validation in their jurisdictions. This process of reciprocation of standards was approved by the department and TISASK in 1989/90.

Destination Saskatchewan Programs

Destination Saskatchewan Programs, announced in 1989, is a package of four programs to assist the tourism industry meet the challenges of the 1990s. The programs help business and non-profit organizations to identify, develop and market key tourism strengths that will lead to Saskatchewan improving its natural competitive advantages and enhancing its image in out-of-province markets as a travel destination.

The four programs are as follows:

1. Destination Development Incentive Program — provides assistance to develop key travel generators and related specially-themed commercial facilities. Emphasis is placed on projects that can enhance or develop the main destination theme.

2. Market Development Incentive Program — provides assistance for marketing, packaging and selling key tourism products. Emphasis is placed on products that best demonstrate their ability to enhance Saskatchewan's destination and tour image.

3. Tourism Industry Incentive Program — to develop and strengthen key tourism industry organizations, this program provides incentives to groups with the following membership service programs: market information development, product standards development, training and education, membership development and annual conferences.

4. Planning and Research Incentive Program — encourages development of regional tourism strategies; promotes comprehensive studies on key industry sectors, products or product packages; and provides assistance to special businesses or non-profit interests to explore feasibility of a development project or marketing activity.

Interested parties are asked to submit a detailed project proposal for review by department officials. By year end, 40 proposals were received by the department, with a commitment made to seven applicants.

Services to the Department

Administration

The Administration Branch is responsible for financial management, human resources development and management, property and purchasing services, systems support, and co-ordination of legislative services for the department.

During 1989/90 several new initiatives were launched. Major emphasis was placed on the development of performance management and staff development programming which emphasizes goal setting, communication and feedback between management and staff. With the assistance of the Public Service Commission, the department acted as a pilot for the implementation of a new "Coaching for Results" performance management program for out-of-scope employees. Work commenced on the development of an orientation manual for new employees.

The department's computer network was expanded by an additional 25 work stations with additional capacity being provided to enhance performance and provide for a disaster recovery program. Several new software applications have been introduced, including electronic mail and an internal telephone directory system. Equipment inventory records have been converted into an automated system. Extensive use was made of the network this year for budget preparation and forecasting. The department, under direction of the Systems Steering Committee, reviewed its current systems strategy. Equipment was also purchased for the Business Resource Centres for implementation of the Western Purchasing Information Network.

A project was initiated to review and update all current records retention schedules for the department.

Effective October 3, 1989 the Northern Affairs Secretariat was created as a separate agency, and administrative responsibility was transferred to the Department of Finance.

Communications

The Communications Unit develops, implements and evaluates communication strategies for all policy and program initiatives of the department. Its general communications and issues management roles involved the development of various materials, including ministerial speeches, news releases, newsletters and feature articles.

The unit also undertook media liaison and organization of special events, such as official openings, news conferences, award ceremonies and information meetings.

Some special projects undertaken during the year included organizational support to the Saskatchewan Co-operative Merit Awards ceremony; organization of a major tourism promotion at the Toronto Sportsman's Show; and public relations support to the Business Opportunities Show and the Saskatchewan promotion at Transpo 90 (Canadian Industrial Transportation League convention in Saskatoon). The unit assisted with the organization of open houses at the BRCs and a consultation tour for the associate minister.

Writing assignments that highlighted the year included copy development on the "Heart of Canada's Old Northwest" newsletter, plus several information bulletins for the tourism and co-operative sectors. The unit also prepared a script for a Saskatchewan segment of "Journey to Adventure", an American cable network program, and contributed a series of articles to a special economic development section that ran in seven issues of SaskReport magazine.

Supplement to the 1989-90 Annual Report of Economic Development and Tourism

Co-operative Guarantee Board

The Co-operative Guarantee Board was constituted under the authority of the Co-operative Guarantee Act. This Act was intended to assist co-operatives which do not qualify for loans from conventional lenders.

Operations

The Co-operative Guarantee Board did not meet during the 1989-90 fiscal year. No applications for loan guarantees were received.

There are two outstanding loans under the jurisdiction of this Board.